

Executive Summary

We extend our gratitude to everyone who contributed to and supported this governance effectiveness review. The spirit of collaboration, transparency, and commitment to achieving leading-edge governance has been consistently evident throughout the process.

Having conducted 49 governance reviews to date, we can confidently say that the University of Greenwich stands out as a leader in best practice. This achievement is a testament to the dedication of the Governing Body, the Executive Team, the Secretariat, and all those involved in supporting governance processes. This accomplishment is something Greenwich should take great pride in as we present our findings and recommendations.

Our review found that Greenwich has successfully implemented the recommendations from our previous assessment in 2022, and those actions that are not completed form part of an ongoing governance process e.g. continuously improving diversity of the Governing Body.

Not only have governance practices been maintained, but they have also been further enhanced since our last review. In our professional opinion, the Governing Body can be assured that the University's governance is **excellent with most areas being at leading edge**. This is highly commendable and is a credit to staff and governors. These strengths are outlined in the Maturity Framework at Appendix 3 and detailed further in the report.

Given the strong foundation of governance already in place, our recommendations may align with initiatives the University of Greenwich is already considering or planning to implement. Some recommendations and suggestions may appear minor, but when striving for continuous improvement, even small adjustments can make a significant difference.

We also confirm that the University of Greenwich governance is compliant with the Committee of University Chairs' (CUC) Higher Education Code of Governance¹ and meets the requirements of the Office for Students' (OfS) Regulatory Framework.

We encourage the Governing Body to reflect on the full report and determine how best to implement the recommendations. The People & Governance Committee may wish to take a leading role in this monitoring progress, supported by the Secretariat and Executive Team.

Halpin will provide an implementation pack to support the working group and will return in 12 months to conduct a short impact review.

We have set out 5 **recommendations** and 4 **suggestions**. These are noted throughout the report and summarised in tables at the end of this report. We selected 4 **priority recommendations** which we believe will have the most impact on your governance and should therefore be considered as priority actions.

We have been impressed by governance at Greenwich and we have found many examples of good practice, which we have noted throughout the report. These include the following activities which we would particularly like to **commend**:

- Horizon-scanning session featuring external expert speaker from Universities UK (UUK)
- The excellent governor engagement framework
- Strategic Risk Dashboard provides a clear and concise overview of the most important areas

¹ <https://www.universitychairs.ac.uk/wp-content/uploads/2020/09/CUC-HE-Code-of-Governance-publication-final.pdf>

- Joint meeting between the Governing Body and Academic structured as a 'world café'
- The detailed succession planning grid helping to manage transitions and plan recruitment more effectively
- Early proactive engagement with search firm to support recruitment of two new governors for September next year
- Standardising the format of committee terms of reference
- The comprehensive Delegation Framework and level of transparency
- The strong Secretariat arrangement in place
- The willingness of staff and Governing Body members to learn and continually improve practice
- The varied amount of Equality, Diversity, and Inclusion (EDI) training being delivered to governors, and Greenwich's commitment to equity, diversity and inclusion
- The annual self-assessment of all the Governing Body and its committees